

## Optimizing Performance Through Organizational Behavior

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### Abstract

This study aims to examine the effect of organizational transformation and leadership on employee performance with organizational behavior as an intervening variable. The number of respondents involved in this study were 42 respondents, all of whom were employees of PT Angkasa Pura Aviation Kualanamu International Airport. This research uses a quantitative approach with an instrument in the form of a questionnaire. The research data were analyzed using Partial Least Square analysis techniques with the help of the SmartPLS 3.0 program. Based on the results of the analysis, several main findings were obtained: (1) Organizational transformation has a positive and significant effect on employee performance, (2) Leadership has no significant effect on employee performance, (3) Organizational transformation has no significant effect on organizational behavior, (4) Leadership has a positive and significant effect on organizational behavior, (5) Organizational transformation through organizational behavior has no significant effect on employee performance, (6) Leadership through organizational behavior has no significant effect on employee performance, (7) Organizational behavior has no significant effect on employee performance.

**Keywords:** Organizational Transformation, Leadership, Organizational Behavior, Employee Performance, Partial Least Square

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## Background behind

Change and development world business moment push every organization for keep going adapt and make innovation, especially in matter management source power human. One of the strategies widely used to support organizational development is through organizational transformation. This transformation includes changes in various aspects, both structure, process, and organizational culture that aim to improve overall performance.

Organizational transformation is an urgent need for companies in facing changes in the business environment and growing market demands. PT Angkasa Pura Aviassi, as the manager of Kualanamu International Airport, has carried out a significant transformation through *a joint venture* between PT Angkasa Pura II and GMR Group from India in July 2022. This transformation not only includes changes in ownership, but also includes three fundamental aspects: *business transformation*, *culture transformation*, and *leader transformation*. The transformation that covers these three aspects has a major impact on all elements within the company, especially on employee performance. Optimal employee performance is highly dependent on the extent to which they can adapt to the changes that occur, both in terms of organizational culture, work systems, and the leadership style applied. Therefore, it is important to understand the relationship between organizational transformation and employee performance, as well as how organizational behavior can be a mediating factor that connects these changes.

PT Angkasa Pura Aviassi's vision to develop Kualanamu Airport as *the Western International Hub of Indonesia* requires comprehensive organizational transformation support. This can be seen from significant changes in the organizational structure, including the addition of a special *career and people development unit*, as well as changes to the performance assessment system which now combines a weight of 75% for job level and 25% for competency. In addition to organizational transformation, leadership plays a very crucial role in supporting the success of the change. Effective leaders not only provide direction and goals, but are also able to inspire, motivate, and create a work environment that supports the achievement of organizational goals. Good leadership can create a conducive work climate, increase work enthusiasm, and strengthen employee commitment to the ongoing changes.

In terms of leadership, the transformation carried out includes changes to a more structured HR management system. This is supported by an airport development philosophy that combines AP II's experience with GMR Airports' *global expertise*, as well as a collaborative development approach that involves all employees and stakeholders. Based on results ACHI (AKHLAK *Culture Health Index*) survey, identified a number of challenge in behavior organizations that need optimized. *Survey* show existence focus on six main areas: *Sustainability, Relationship, Performance, Growth, Common Goals, and Meaning Purpose*. These results indicate the need to strengthen organizational behavior to support the ongoing transformation.

The organizational transformation has resulted in a significant change in the number of employees, from the initial 11 to 192 employees. In this context, *the safety and quality control division* with 21 employees and the operations and service division with 50 employees are crucial focus areas in supporting the company's vision to become *an international hub*. This surge in the number of employees certainly brings its own challenges in terms of human resource management, organizational culture, and integration between old and new employees. Therefore, strengthening organizational behavior that focuses on developing better relationships and effective communication between employees is a much-needed strategic step. To achieve this big goal, it is important for PT Angkasa Pura Aviassi to strengthen organizational behavior that supports the ongoing transformation. In this case, the focus on core values that have been identified through the ACHI survey, such as sustainability, employee relations, performance, and shared goals, must be applied consistently across the organization. This cultural change requires commitment and involvement from all employees, including in terms

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of building better relationships between divisions and strengthening cross-functional collaboration to achieve common goals.

### Formulation Problem

1. Does organizational transformation have a positive and significant effect on employee performance at PT Angkasa Pura Aviasi Kualanamu Airport?
2. Does leadership have a positive and significant influence on employee performance at PT Angkasa Pura Aviasi Kualanamu Airport?
3. Does organizational behavior have a positive and significant effect on employee performance at PT Angkasa Pura Aviasi Kualanamu Airport?
4. Does organizational transformation have a positive and significant effect on organizational behavior at PT Angkasa Pura Aviasi Kualanamu Airport?
5. Does leadership have a positive and significant influence on organizational behavior at PT Angkasa Pura Aviasi Kualanamu Airport?
6. Does organizational behavior mediate the influence of organizational transformation on employee performance at PT Angkasa Pura Aviasi Bandar Udara Kualanamu positively and significantly?
7. Does organizational behavior mediate the influence of leadership on employee performance at PT Angkasa Pura Aviasi Kualanamu Airport positively and significantly?

### Conceptual Framework

The conceptual framework in this study is as follows:

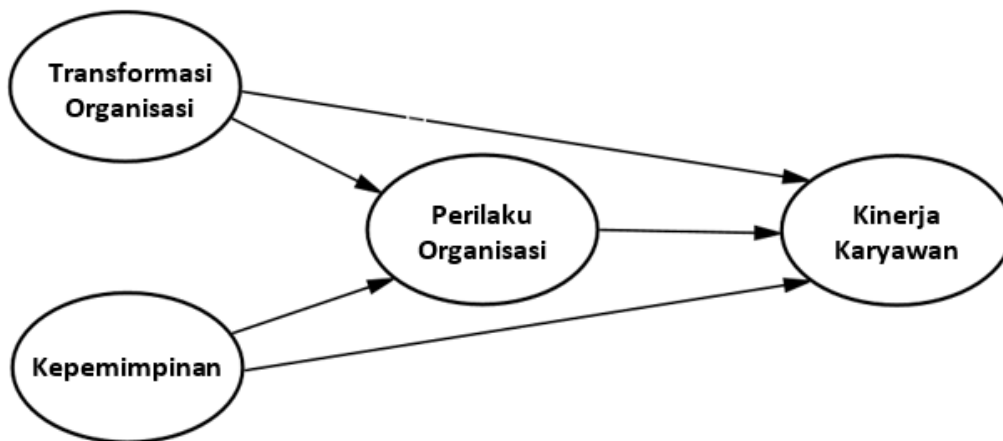


Figure 1. Conceptual framework

### Research Hypothesis

- H<sub>1</sub>: Organizational transformation has a positive and significant effect on employee performance at PT Angkasa Pura Aviasi Kualanamu Airport.
- H<sub>2</sub>: Leadership has a positive and significant influence on employee performance at PT Angkasa Pura Aviasi Kualanamu Airport.
- H<sub>3</sub>: Organizational behavior has a positive and significant effect on employee performance at PT Angkasa Pura Aviasi Kualanamu Airport.
- H<sub>4</sub>: Organizational transformation has a positive and significant effect on organizational behavior at PT Angkasa Pura Aviasi Kualanamu Airport.
- H<sub>5</sub>: Leadership has a positive and significant influence on organizational behavior at PT Angkasa Pura Aviasi Kualanamu Airport.
- H<sub>6</sub>: Organizational behavior mediates the influence of organizational transformation on employee performance at PT Angkasa Pura Aviasi Kualanamu Airport.

H7: Organizational behavior mediates the influence of leadership on employee performance at PT Angkasa Pura Aviassi Kualanamu Airport.

**RESEARCH METHODS**

This research was conducted at PT. Angkasa Pura Aviassi Bandar Udara Internasional Kualanamu and was implemented from September 2024 to November 2024. The population in this study were employees of PT Angkasa Pura Aviassi Bandar Udara Internasional Kualanamu in the Safety and Quality Control division totaling 21 people and the operations and service division totaling 50 people, so that the total target population was 71 people. The sample used used the **Slovin calculation formula**, so that the number of samples in this study was 42 employees.

There are four variables studied, namely *Organizational Transformation, Leadership, Employee Performance and Organizational Behavior*. The definition and indicators of each variable can be seen in Table 1.

**Table 1.** Table of Variables and Indicators

Type Variables	Definition	Indicator
Performance Employee (Y)	Performance employee according to Bernardin & Russell (2015) is results achieved employee in finish tasks assigned by organization , which is measured through quantity , quality , accuracy time , and ability adapt with change .	according to Bernardin & Russell, (2015): 1. Quantity of Work 2. Quality of Work 3. Time Efficiency 4. Adaptability
Transformation Organization (X1)	Organizational transformation is a process of fundamental change in the structure, strategy, and culture of an organization to improve the efficiency, competitiveness, and sustainability of the organization. This transformation includes the implementation of new technologies and changes in corporate culture (Braojos, et al., 2024).	According to Braojos , et al ., (2024): 1. Change Structure Organization 2. Adoption Digital Technology 3. Change Culture Organization 4. Strategy New For Power Competition
Leadership (X2)	According to Mohamed (2022), Leadership is a process in which leaders give influence to employee For reach objective organization through giving direction , motivation , and inspiration . Leadership transformational focus on ability leader For push change And innovation in organization	According to Mohamed (2022), indicators of organizational transformation are: 1. Motivational Inspiration 2. Ideal Influence (Idealized Influence) 3. Intellectual Stimulation 4. Individualized Consideration
Behavior Organization (Z)	Behavior organization according to Robbins & Judge (2018) is studies about How individual And group behave in organization And How behavior they influence performance And effectiveness	According to Robbins & Judge, (2018): 1. Motivation 2. Satisfaction Work 3. Commitment Organization

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Type Variables	Definition	Indicator
	organization . The main factors of organizational behavior include motivation, job satisfaction, communication, commitment, and extra-role behavior (Organizational Citizenship Behavior/OCB).	4. Organizational Behavior (OCB) Citizenship

Data collection related to research variables was carried out directly, namely through the questionnaire method. The scale used in the preparation was the Likert scale. In its measurement, each respondent was asked for their opinion on a question with a scale: very appropriate, appropriate, neutral, inappropriate, and very inappropriate. The analysis stage in this study includes several stages, namely: (1) Descriptive Analysis Stage of Respondent Characteristics; and (2) SEM PLS Analysis Stage used to test the hypothesis in this study.

### Research result

This study involved 42 respondents from various levels of positions at PT Angkasa Pura Aviassi Kualanamu International Airport. Based on the level of position, the majority of respondents came from staff positions of 27 people (64%), followed by supervisors of 8 people (19%), first leaders of 5 people (12%), and middle leaders of 2 people (5%). This distribution shows that most respondents are operational staff who are on the front lines of service.

In terms of work function, respondents are divided into two main divisions, namely the Operations and Service Division which includes 30 people (71%) and the Safety and Quality Control Division which includes 12 people (29%). This reflects the organization's main focus on airport operations and safety.

In terms of gender, respondents were dominated by men, 32 people (76%), while women were 10 people (24%). This proportion reflects the trend of employment in this sector, which is mostly filled by male employees.

### Outer Model Testing

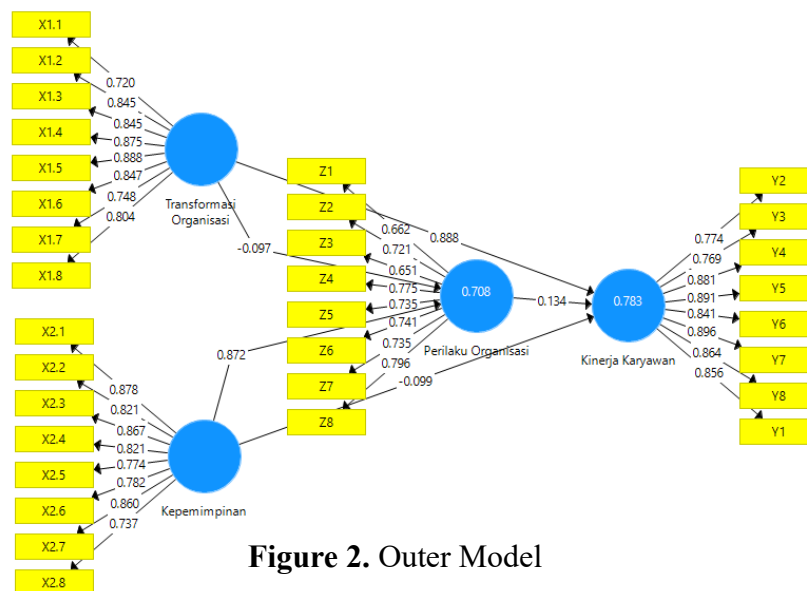


Figure 2. Outer Model

The purpose of this analysis is to evaluate the accuracy and reliability of the variables arranged based on the variables studied by the researcher.

**1. Validity Convergent ( *Convergent Validity* )**

Criteria withdrawal Convergent Validity conclusion is valid or whether or not seen from outer loading. In best practice, each indicator is expected to have an outer value greater than 0.7. If the outer loading value is > 0.4 to < 0.7, it can also be considered, especially in new or exploratory research. However, if the outer loading value is less than 0.4, the indicator must be removed from the variable and a convergent validity retest must be carried out before continuing to the discriminant validity test (Hair, 2013).

	Kepemimpinan	Kinerja Karyawan	Perilaku Organisasi	Transformasi Organisasi
X1.1				0,720
X1.2				0,845
X1.3				0,845
X1.4				0,875
X1.5				0,888
X1.6				0,847
X1.7				0,748
X1.8				0,804
X2.1	0,878			
X2.2	0,821			
X2.3	0,867			
X2.4	0,821			
X2.5	0,774			
X2.6	0,782			
X2.7	0,860			
X2.8	0,737			
Y1		0,856		
Y2		0,774		
Y3		0,769		
Y4		0,881		
Y5		0,891		
Y6		0,841		
Y7		0,896		
Y8		0,864		
Z1			0,662	
Z2			0,721	
Z3			0,651	
Z4			0,775	
Z5			0,735	
Z6			0,741	
Z7			0,735	
Z8			0,796	

**Table 2.** Loading Factor Values for Each Indicator

Based on the table above, it can be seen that the *loading factor value* on 38 indicators is > 0.70, and there is 1 indicator on the *loading factor value* < 0.7 but does not increase AVE and *Composite Reliability* . In accordance with Hair et al (2013), the 2 indicators do not increase AVE and *Composite Reliability* above the limit so that the reflective indicator is maintained. So it can be concluded that the indicators of each variable in this study are valid.

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### 2. Internal Consistency

Internal consistency is a form of reliability used to evaluate the consistency of results between items in the same test. It determines whether the item scores have the same composition. If the composite reliability value is  $\geq 0.70$ , the criteria for concluding the constituent variables are considered valid and reliable (Hair, 2017)

**Table 3.** *Composite Reliability Values*

	Composite Reliability	Hasil Uji
Kepemimpinan	0,942	Reliabel
Kinerja Karyawan	0,953	Reliabel
Perilaku Organisasi	0,900	Reliabel
Transformasi Organisasi	0,944	Reliabel

Based on Table 3 above shows that composite reliability value on every variable is  $\geq 0.70$  so that can concluded that variables used in study stated reliable .

### 3. Validity Discriminant ( *Discriminant Validity* )

This test aims to evaluate the validity of the indicators or constituent variables. The best measurement currently on the SmartPLS website is to check *the Heterotrait-Monotrait Ratio* (HTMT) value. If the HTMT value is  $<0.9$  then the configuration has very good identification validity (Juliandi, 2018).

**Table 4.** *Discriminant Validity Values*

	Kepemimpinan	Kinerja Karyawan	Perilaku Organisasi	Transformasi Organisasi
Kepemimpinan	0,819			
Kinerja Karyawan	0,340	0,848		
Perilaku Organisasi	0,837	0,250	0,729	
Transformasi Organisasi	0,368	0,882	0,224	0,823

Based on table 4 above, it can be seen that the correlation value between the latent variable and the latent variable itself is greater than the correlation value between the latent variable and other latent variables. So it is concluded that the HTMT value has met the *discriminant validity requirements* in this study.

### Testing *Inner Model*

#### 1. Coefficient Determination (R-Square)

R-square is size rate change (endogenous) values affected And can explained by affected variables ( exogenous ) . This help predict what is that model Good or bad ( Juliandi , 2018). The R-square results for variable endogenous latent of 0.75 indicates that the model is substantial ( good ); 0.50 indicates that the model is moderate ( medium ) and 0.25 indicates that the model is weak ( bad ) ( Juliandi , 2018).

**Table 5.** *R-Square Value*

	R Square	R Square Adjusted
Kinerja Karyawan	0,783	0,766
Perilaku Organisasi	0,708	0,693

Source : Smart PLS 3.3.3, 2024

Results testing mark *R*- Square above is as following

1. Adjusted R-Square for Path Model I (Y = Corporate Performance) with Adjusted R-Square value = 0.821, which indicates that ability variable X (Organizational Transformation and Corporate Culture) in explain variable Y (Corporate Performance) is by 82.1%. With Thus, this model classified as substantial (strong).
2. Adjusted R-Square for Path Model II (Z = Organizational Citizenship Behavior) with Adjusted R-Square value = 0.756, which indicates that ability variable X (Organizational Transformation and Corporate Culture) in explain variable Z (Organizational Citizenship Behavior) is by 75.6%. With Thus, this model Also classified as substantial (strong).

The testing of the research hypothesis in this study was carried out using the *Partial Least Square* (PLS) analysis technique with the help of the Smartpls 3.0 program. Analysis *direct effect* useful for test hypothesis influence direct a variable that influence (exogenous) influenced variables (endogenous) (Juliandi, 2018). If mark  $t_{statistik} > 1.96$  with a significance level of p-values of 0.05 (5%) and a positive beta coefficient, then the influence of the exogenous variable on the endogenous variable is significant, however, if the probability value is  $> 0.05$ , then the influence of the exogenous variable on the endogenous variable is No significant (Juliandi, 2018).

**Table 6.** Results of the *Direct Effect test*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership Performance Employee ->	-0.099	-0.112	0.179	0.555	0.579
Leadership Behavior Organization ->	0.872	0.869	0.057	15,426	0.000
Behavior Organization Performance Employee ->	0.134	0.158	0.159	0.845	0.399
Transformation Organization Performance Employee ->	0.888	0.890	0.067	13.259	0.000
Transformation Organization Behavior Organization ->	-0.097	-0.093	0.121	0.800	0.424

Source : SmartPLS 3.3.3, 2024

Based on the significance test table above, the following conclusions can be drawn:



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1. Leadership towards Employee Performance with T-Statistic value = 0.555 and P-Value = 0.579 ( $> 0.05$ ), indicating that the influence of Leadership on Employee Performance is not significant. This means that leadership does not have a significant influence on employee performance at PT Angkasa Pura Aviasi.
2. Leadership on Organizational Behavior with T-Statistic value = 15.426 and P-Value = 0.000 ( $< 0.05$ ), indicating that the influence of Leadership on Organizational Behavior is positive and significant. Leadership significantly influences organizational behavior.
3. Organizational Behavior on Employee Performance with T-Statistic value = 0.845 and P-Value = 0.399 ( $> 0.05$ ), indicating that the influence of Organizational Behavior on Employee Performance is not significant. This means that organizational behavior does not have a significant influence on employee performance.
4. Organizational Transformation on Employee Performance with T-Statistic value = 13.259 and P-Value = 0.000 ( $< 0.05$ ), indicating that the influence of Organizational Transformation on Employee Performance is positive and significant. Organizational transformation significantly affects employee performance.
5. Organizational Transformation on Organizational Behavior with T-Statistic value = 0.800 and P-Value = 0.424 ( $> 0.05$ ), indicating that the influence of Organizational Transformation on Organizational Behavior is not significant. Organizational transformation does not have a significant influence on organizational behavior.

According to (Sugiyono, 2018) intervening variables are variables that theoretically influence the relationship between independent and dependent variables into an indirect relationship that cannot be observed and measured. The following are the results of indirect *effect testing* which can be seen in the following table

**Table 7. Results of the Indirect Effect Test**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Kepemimpinan -> Perilaku Organisasi -> Kinerja Karyawan	0.117	0.136	0.138	0.848	0.397
Transformasi Organisasi -> Perilaku Organisasi -> Kinerja Karyawan	-0.013	-0.013	0.031	0.426	0.671

Source : SmartPLS 3.3.3, 2024

Based on the indirect test table ( *indirect effect* ), the following conclusions can be drawn.

1. The indirect effect of Leadership through Organizational Behavior on Employee Performance with a T-Statistic value ( $|O/STDEV|$ ) of 0.848 with a P-Value of 0.397 ( $> 0.05$ ), indicating that the effect is not significant. Thus, Organizational Behavior does not mediate the effect of Leadership on Employee Performance.
2. The indirect effect of Organizational Transformation through Organizational Behavior on Employee Performance with a T-Statistic value ( $|O/STDEV|$ ) of 0.426 with a P-Value of 0.671 ( $> 0.05$ ), indicating that the effect is not significant. Thus, Organizational Behavior does not mediate the effect of Organizational Transformation on Employee Performance.
3. The indirect effect of Leadership through Organizational Behavior on Employee Performance with a T-Statistic value ( $|O/STDEV|$ ) of 0.848 with a P-Value of 0.397 ( $> 0.05$ ), indicating that the effect is not significant. Thus, Organizational Behavior does not mediate the effect of Leadership on Employee Performance.

4. The indirect effect of Organizational Transformation through Organizational Behavior on Employee Performance with a T-Statistic value ( $|O/STDEV|$ ) of 0.426 with a P-Value of 0.671 ( $> 0.05$ ), indicating that the effect is not significant. Therefore, Organizational Behavior

### **Conclusion**

1. Organizational transformation has a positive and significant impact on employee performance at PT Angkasa Pura Aviassi. This shows that well-planned structural and strategic changes increase employee productivity and efficiency.
2. Leadership does not have a significant influence on employee performance, which indicates that the role of leaders in this context is not strong enough to directly improve employee performance.
3. Organizational behavior does not have a significant effect on employee performance, which suggests that other factors may be more dominant in influencing performance.
4. Organizational transformation did not have a significant effect on organizational behavior, indicating that structural or cultural changes have not sufficiently internalized positive work behaviors.
5. Leadership has a positive and significant influence on organizational behavior, indicating that an effective leadership style encourages work behavior that supports organizational goals.
6. Organizational behavior does not significantly mediate the effect of organizational transformation on employee performance.
7. Organizational behavior does not significantly mediate the influence of leadership on employee performance.

### **Suggestion**

1. Companies need to integrate new values and strengthen employee engagement in the transformation process to maximize its impact on organizational behavior and employee performance.
2. Transformational leadership training and development is needed to improve leaders' ability to motivate, inspire, and create a positive impact on employee performance.
3. Focus on aspects of motivation, job satisfaction, and organizational commitment through effective reward and communication programs to enhance their impact on employee performance.
4. Organizational transformation must be accompanied by better communication strategies, employee engagement, and change management to overcome resistance.
5. Conduct regular evaluations of the effectiveness of leadership styles and their impact on organizational behavior and performance to ensure alignment with corporate goals.
6. A structured and fair incentive system can increase motivation and positive work behavior which ultimately impacts performance.
7. Encourage cross-divisional collaboration to strengthen a work culture that supports positive organizational behavior and ensures the success of organizational transformation.

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